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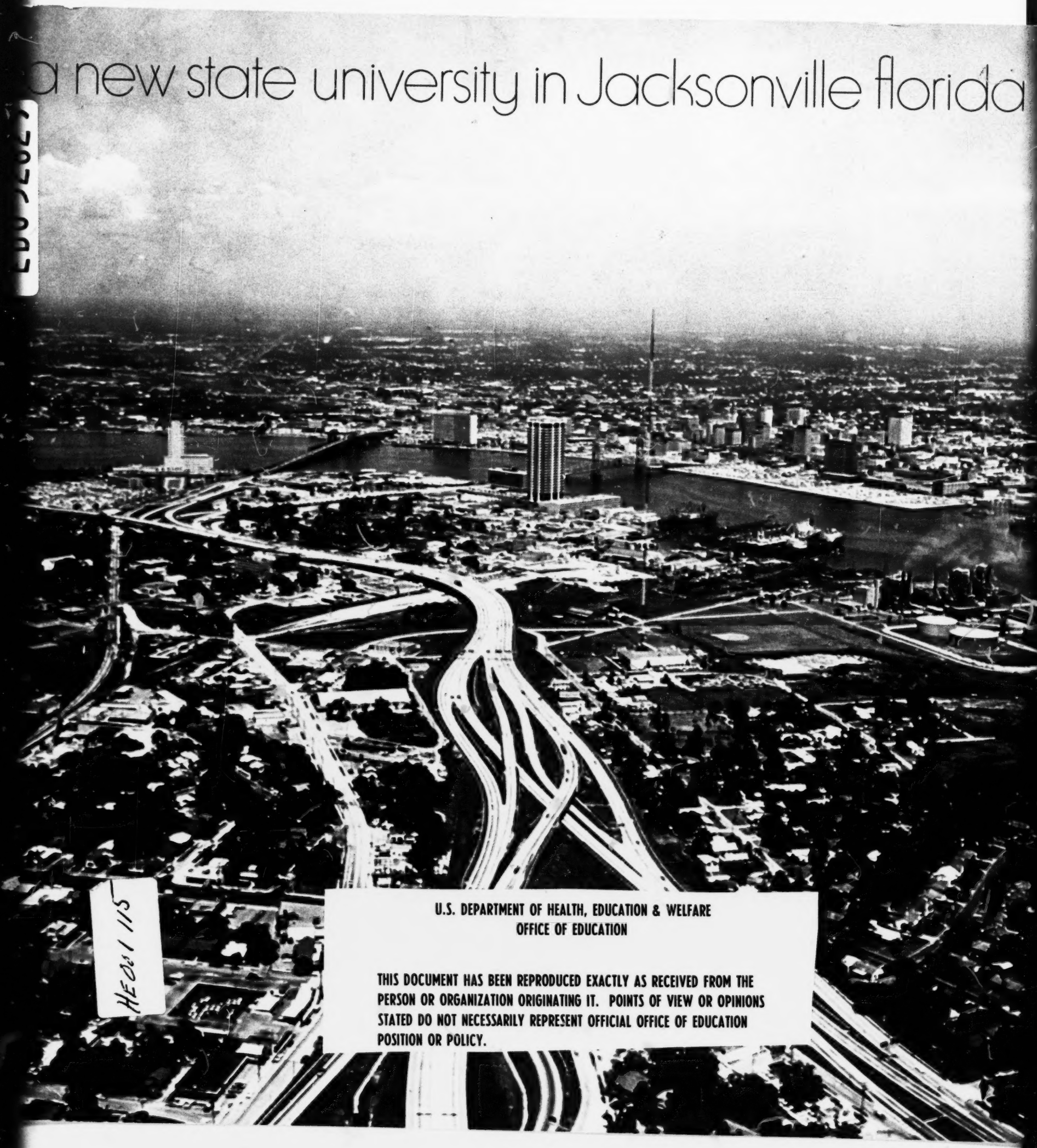
In 1965 the Florida State Legislature authorized the establishment of a new state university in Jacksonville. This report outlines various projections and preliminary plans for the institution. The expected enrollment in 1972, the proposed opening date, and the projected enrollment gains for several years thereafter are the basic data used in planning. Estimates of enrollment potential are based on the following assumptions: 1) the institution will be an urban university; 2) it will initially offer upper-division courses and some graduate programs; 3) most of the students will be commuters; 4) initial undergraduate course programs will be in arts and sciences, education, and business; and 5) there will be a wide offering of evening division courses. The university will take advantage of existing educational facilities by coordinating its programs with those of Florida Junior College in Jacksonville and maintaining a close liaison with the existing private institutions in the area. The curriculum of the new university will adapt to the challenge of its environment by providing programs oriented to the needs and opportunities, particularly in the transportation and insurance fields, which the city provides. Tables provide data on degree programs of other institutions in Florida, state demographic and economic data, and projected enrollment, area population, staff, and facilities of the new institution in Jacksonville. (DS)

a new state university in Jacksonville florida



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THE NEW STATE UNIVERSITY IN JACKSONVILLE-DUVAL

In no other area has the revolution of rising expectations had a more dramatic impact than in the field of higher education. Higher education has, in the minds of most citizens, become the key which unlocks the future, not only for the individual and his personal position in society, but also for the welfare of society as a whole. Florida is meeting the expectations of its citizens through its decision to bring higher education to the people of the state by locating campuses in centers of population which are essentially "urban" in character with facilities and curricula that will seize the spirit of its various metropolitan environments.

From this concept, it follows quite logically that a university should be located in Jacksonville. The newly expanded City of Jacksonville is the commercial and financial hub of a major geographical area that is not only growing in numbers of citizens and varieties of economic activity but is also the major port of entry for the South Atlantic region. Today, for example, over two billion dollars worth of products are distributed by wholesalers from facilities located in Jacksonville. As a warehousing point, Jacksonville is at the hub of a radius that reaches a market of millions. The growing capability of the city's port and transportation facilities insures that the city will continue to be a major focus for the nation's distribution network. In addition to the distribution and transportation industries, the insurance and banking industries in Jacksonville make it one of the economic centers of the Southeast. Finally, the unprecedented experiment in city-county consolidated government recently undertaken by the urban community of Jacksonville will serve as a living laboratory for future studies of innovative governmental and organizational functions. Taken together with the broadly based and rapidly growing economy of this developing major urban center, the environment out of which the new university will develop is both vigorous and intellectually provocative. The planning set forth in the following pages attempts to capture and nurture these major facets of educational opportunities.

In its initial phases the university will be designed to serve principally the population within commuting distance. It will take advantage of already existing educational facilities and will avoid duplication through a close meshing of its upper-division programs with those of the Florida Junior College located in Jacksonville and through a close liaison with the existing private institutions in the area. The curriculum of the university will adapt to the challenge of its environment by providing programs oriented to the particular needs and opportunities which the City of Jacksonville affords. In the areas of commerce, trade, and transportation by land, ocean, inland waterways, air, highway, and rail, Jacksonville has such unusual activity that it will provide for uncommon research and consulting opportunities. Since the insurance industry has selected Jacksonville as one of its major centers, the university will be particularly responsive to the needs of this economic sector. With the commercial banking and investment satellites that surround such a concentration of insurance concerns, the university will be provided with extensive opportunities for service, training, and research. The political science, sociology, economics, and transportation departments can utilize the experiment in governmental consolidation and the activities which it will generate as a laboratory for investigative work.

No university has previously been established in a city which serves not only as the distribution center for a major region of the nation, but also as a gateway to an area with such encouraging prospects for the kind of rapid growth that Jacksonville will experience in the future. The university should reflect these unique geographical, governmental, economic, and social characteristics. Its major thrust can be in commerce, local and international trade, and transportation and the curricula can be organized to focus on these areas. What follows is designed to capture for the new university and for the citizens of the area the potential excitement which marks a bold new city and to so serve it that its dreams become extended even as they are realized.

Robert B. Mautz
Chancellor
State University System of Florida

PRESENT STATUS OF THE NEW INSTITUTION

In 1965, a new state institution of higher education for Duval County and a study to determine the feasibility of placing a public degree-granting institution in that county were authorized by the Legislature. Responding to this legislative action, the Florida Board of Regents conducted a feasibility study published in February, 1967. To begin the construction of the new institution, the 1967 Legislature authorized the expenditure of $1.4 million, subject to the sale of bonds. Although planning money was not provided by the 1967 Legislature, the special session of the Legislature in 1968 appropriated $225,850 to plan the new institution and to employ people who would serve as a nucleus for its central administration. The new institution is expected to open in September, 1972.

In August, 1967, the voters of Jacksonville and Duval County elected to consolidate the existing city and county governments, and in October of the following year, the two governments were united into one. Jacksonville became—overnight—one of the largest cities in area in the world. In the present planning document, the term "Jacksonville" is used to refer both to Duval County and to urban Jacksonville—the new "Gateway City." (The earlier feasibility study referred to "the new public institution for Duval County.")

HIGHER EDUCATION NOW AVAILABLE

A downtown Center for Continuing Education, 351 East 21 Street, Jacksonville, was established in 1964 by the University of Florida. Three years later, the Center offered approximately 25 courses at the upper division and graduate level. Courses are taught in education, in social and natural sciences, and in the humanities. Nearly 600 students — mostly in-service teachers — were enrolled in these courses in the fall of 1968. Credit earned by students at the Center applies to the various degree programs offered by the University of Florida. When the new state institution opens in Jacksonville in 1972, the present Center will be administered by the new institution and may well become part of its evening program. At that time, courses in business administration will be added to the present offerings in the arts, sciences, and education. The question as to continuation of these Center activities, however, will have to be decided at some appropriate time in the future.

Besides the University of Florida Center, there are five institutions of higher learning now in Jacksonville: Jacksonville University, Edward Waters College, The Florida Junior College at Jacksonville, Jones College, and Luther Rice Seminary.

Jacksonville University, a private institution whose 1968 enrollment was 2,915, has a College of Music and Fine Arts and a College of Arts and Sciences. Business administration, education, humanities, science and mathematics, and social sciences are divisions within the College of Arts and Sciences. In addition to the baccalaureate degrees offered in these areas, a Master of Arts in Teaching is also awarded.

Edward Waters College, founded in 1866 in Live Oak, moved to Jacksonville in 1883. It is a liberal arts college offering the Bachelor of Science degree in science and mathematics, humanities, social science, and teacher education. The predominantly Negro enrollment of the College reached 1,014 in 1968.

The Florida Junior College at Jacksonville, opened in 1966, offers programs of study which are parallel to the first two years of bachelor's degree work, as well as terminal and certificate programs. Because of its location in Jacksonville and because of its strong program of college parallel instruction, The Florida Junior College will provide the new institution with the major portion of its junior level enrollment. In 1967, The Florida Junior College awarded 315 Associate of Arts degrees to students who completed the college parallel program, and its 1968 enrollment in the college parallel course was approximately 5,400.

Jones College, a private junior college of business, and Luther Rice Seminary, a non-degree granting sectarian school, are the two other Jacksonville institutions offering post-high school education, but each is a specialized school not particularly relevant to the new institution.

THE NEW INSTITUTION: ADMISSION OF THE FIRST CLASS BY SEPTEMBER, 1972

Although $1.4 million (subject to the sale of bonds) was authorized by the 1967 Legislature to begin the construction of the new state university, an additional appropriation must be approved in the 1969 Legislature in order to complete the minimum physical plant necessary to open the institution. In order to admit its first class of students in 1972, the following schedule must be met: (1) final selection of a site for a main campus by early 1969; (2) initial planning for contruction begun shortly thereafter; (3) sufficient operating funds appropriated by the 1969 Legislature; and (4) construction planning implemented no later than the effective date of the appropriation (probably 1969). Any delay in these procedures could forestall opening the new university.

BASIC PLANNING ASSUMPTIONS

The number of students expected to attend in the fall of 1972 and the projected enrollment gains each year for several years thereafter are the basic data for planning. Combined with

anticipated academic programs, enrollment projections will determine the needed faculty and staff and the number of square feet of classroom, laboratory, and office space required. When these requirements are translated into dollar amounts, appropriations can be requested from the Legislature.

Besides enrollment projections and other pertinent figures, however, the plan for the new institution also depends upon the following broad policy decisions:

- Since the institution will be located in a large metropolitan area, it will necessarily have many objectives and goals different from existing state universities. Curricula to be offered and the educational services to be provided must serve the Jacksonville area. *Initially, this institution will be an urban institution which will primarily serve a student population characteristic of a large city.*
- High school graduates in the Jacksonville area have access to the Florida Junior College at Jacksonville. That institution currently enrolls nearly 5,400 students taking courses for credit and may well enroll over 6,400 students in credit courses by 1972. Graduates of Florida Junior College do not now have commuting access to state supported higher education beyond the two years. *The new university will initially be an upper division and graduate institution which will accommodate these junior college students and thereby fill a most obvious and pressing educational need in the Jacksonville area.*
- The greatest initial educational need in metropolitan Jacksonville is to provide facilities to accommodate the many students who have completed junior college and who cannot afford to enroll in local private institutions or to leave their homes to enroll in other state universities. The new state institution will fill this need for the residents of Florida within commuting distance of the campus. *Most of the students will be commuters within a radius of 30 miles (approximately 45 minutes driving time) of the campus which includes all of Duval County and the major population centers in the adjacent counties.*
- At the existing state universities in the fall of 1968, 70 per cent of all upper level and graduate students were enrolled in the three general areas of education, business administration, and arts and sciences. *Enrollment projections presented here by academic area are based on the assumption that the instructional offerings of the new institution will initially encompass undergraduate upper division programs in business administration, education, arts and sciences, and technology, with beginning graduate work in business administration and education.*
- From past experience with higher education in an urban setting, it would seem that there are many students who are interested in attending classes in the evening (5:00 p.m. to 10:00 p.m.). *Evening classes at the new institution may therefore be offered in a greater number and variety than would be offered in an non-urban environment.*

POPULATION OF THE REGION SERVED

With an estimated population larger than 500,000, Jacksonville is Florida's third largest metropolitan area, exceeded only by metropolitan Dade, which has more than 1,000,000 population, and the Tampa-St. Petersburg area which has an estimated 875,000. Although the merger of the city and county governments has elevated Jacksonville from the 75th largest city in the United States to the 27th largest in population, it has also given her a population density (606 persons per square mile) considerably less than a number of cities in Florida. Even so, with its well-developed system of expressways connecting with an east-west interstate and a north-south interstate, Jacksonville offers its citizens a most effective means to move about in the 840 square miles of the city.

For more than a half century, Jacksonville has been a focal point for commercial and financial activity in Northeast Florida. Observers of Jacksonville's past development and of its future potential believe that in 1969 the city will begin to experience an unprecedented period of growth. Indeed, Jacksonville-Duval is listed by Kiplinger as one of the 15 Florida counties which will grow most rapidly in population during the next ten years. This expansion is partially the result of an economy that is broadly based, including industry (manufacturing and shipping), military (three large naval bases), retailing, finance (banking and insurance), and agriculture. Since the city also has the largest port on the South Atlantic, a thriving international airport, and a location at the eastern entrance of the Cross-Florida Barge Canal now under construction, its rapid economic and population growth in the next decade seems to be assured. Over the past years, moreover, a steady migration of persons from surrounding counties has taken place, which has established strong ties between the citizens of Jacksonville and those of adjacent counties. When a public degree-granting institution opens in Jacksonville, these already established migration patterns will substantially contribute to the new institution's drawing power for college-age persons. Nassau and St. Johns Counties, both linked to Jacksonville by high speed highways, may be counted as areas that will contribute to Jacksonville's reservoir of college-age students. Clay County, Nassau County, and St. Johns County all lie close enough for their citizens to come into Jacksonville within 45 minutes of driving time. For the most part, however, the city of Jacksonville itself will be the prime area of enrollment potential for the new institution.

Population Estimates: Jacksonville-Duval, Nassau, Clay, and St. Johns Co
24-year-old Age Group, 1950-1967, and Projections at Five-year Inte

Year	Jacksonville-Duval Population (1)	Clay, Nassau, St. Johns Population (2)	The Four County Area Total (Col. 1 & 2) (3)	The Four Area % of wide T (4)
1950	304,000	52,100	356,100	12.85
1951	332,000	54,400	386,600	12.92
1952	348,800	55,500	404,300	12.82
1953	353,200	56,400	409,600	12.40
1954	363,400	57,700	421,000	12.16
1955	380,500	60,500	441,000	12.06
1956	397,700	62,000	459,700	11.68
1957	416,400	63,400	479,800	11.37
1958	427,200	65,900	493,100	11.11
1959	452,600	65,400	518,000	10.81
1960	455,400[1]	66,800	522,200	10.55
1961	465,100	71,000	536,100	10.30
1962	486,900	68,500	555,400	10.30
1963	500,400	69,500	569,900	10.30
1964	507,200	70,400	577,600	10.22
1965	509,500	72,200	581,700	10.04
1966	511,600	73,800	585,400	9.85
1967	512,600	77,000	589,600	9.69
1970	551,600[3]	81,000[3]	632,600	9.58
1972	582,000[3]	85,400[3]	667,400	9.55
1975	605,000[3]	86,700[3]	691,700	9.1
1980	664,500[4]	94,000[3]	758,500	9.0
1985	731,800[4]	103,000[4]	834,800	9.0

1 1960 Census: Duval, 455,400; statewide 4,952,788.

2 Projections based on the assumption that out-migration and in-migration patterns will converge until net migration reaches zero by the end of the projected period.

3 Bureau of Economic and Business Research, *Projections of the Population of Florida Counties for July 1, 1970 and July 1, 1975*, by Ronald E. Beller (Gainesville; University of Florida, 1967), p. 3.

4 Florida Board of Regents projections.

5 1950-1959 age 20-24 population is 7.70% of total; 1960-1985 age 20-24 population is 6.02% of total.

lay, and St. Johns Counties, Statewide, and of 20 to ons at Five-year Intervals, 1970-1985, Including 1972

Four County rea Total ol. 1 & 2) (3)	The Four County Area % of State-wide Total (4)	The Four County Area Population Age 20-24 (5)	Statewide Population (6)
356,100	12.855	21,339	2,771,300
386,600	12.92	23,040	2,992,300
404,300	12.82	24,276	3,152,800
409,600	12.40	25,427	3,302,300
421,000	12.16	26,672	3,464,000
441,000	12.06	28,165	3,657,900
459,700	11.68	30,293	3,934,200
479,800	11.37	32,500	4,220,900
493,100	11.11	34,171	4,437,800
518,000	10.81	36,885	4,790,300
522,200	10.55	29,808	4,952,8001
536,100	10.30	31,340	5,205,000
555,400	10.30	32,459	5,392,000
569,900	10.30	33,296	5,531,000
577,600	10.22	34,013	5,650,000
581,700	10.04	34,891	5,796,000
585,400	9.85	35,764	5,941,000
589,600	9.69	36,610	6,081,500
632,600	9.58	39,750	6,603,0002
667,400	9.55	42,035	6,982,7002
691,700	9.16	45,500	7,552,0002
758,500	9.00	50,700	8,428,0002
834,800	9.00	55,800	9,276,0002

til net migration reaches zero

or *July 1, 1970 and July 1, 1975*, by

of total.

Table 1 shows the past population trends of Jacksonville and the three adjacent counties as well as future projections. The figures differ from the estimates of the Jacksonville-Duval Area Planning Board which claims that the 1968 population of Jacksonville is close to 542,000, an estimate somewhat larger than those made by the Bureau of Economic and Business Research as shown in Table 1. The Planning Board, however, estimates that in less than 25 years, the population of the city will exceed 1,000,000. In any case, by 1972, the combined population of Jacksonville and the nearby population centers in Nassau, Clay, and St. Johns Counties will exceed 600,000 persons. Moreover, the upper level college-age segment of this population (ages 20-24), will number 42,000 in 1972. This will be large enough to generate an enrollment potential of 1,400 students who will have completed two years of college study and who will wish to enroll in the new institution.

CURRICULA

Since the Jacksonville institution will have the significant advantage, within the State University System, of its location in the commercial and transportation center of Florida, its curriculum will manifest a special focus which reflects the environment of which it will be a part. As a respondent to the peculiar needs of the commercial area which it will serve, the university must make available the kinds of course offerings that will make it a functioning matrix for developing economic and political events. The general discussions which follow will attempt to relate the provocative challenge represented by the City of Jacksonville to the major courses of study to be offered by the new institution. Although no rigid curricular decisions are evident here, the guidelines for development will take into account the flavor of the setting for the new institution.

The institution's major instructional program on the undergraduate level will concentrate on business administration, education, the humanities, the social sciences, technology and limited offerings in the national sciences. Initially, master's level work in business administration and education will also be available. The selection of these projected curricula developed from an analysis of upper level and graduate enrollment in the existing state universities which identified not only the major components of the instructional program, but also indicated the relative percentage of enrollment to be expected in each subject area based on previous enrollment data. The educational needs of the metropolitan area, moreover, demand that immediate attention be given to graduate work in the fields of business administration and education.

Since the proposed institution will be an upper division university, it will not have an enrollment by subject area that is similar to the four year institutions. In some respects, its enrollment pattern, especially in business administration, will approximate that of Florida Atlantic University. The percentage of enrollment in education will probably be larger at the proposed institution than it is at either the University of Florida or Florida State University. Enrollment in the arts and sciences, however, is expected to be considerably less than at these two institutions (Table 2).

By drawing on this enrollment experience according to subject matter as shown in Table 2, the projected enrollment by subject area for the Jacksonville institution is: Business Administration, 25%; Education, 38%; Arts and Sciences, 32%; Technology, 5%.

In Table 3, the relationship between these percentages and the enrollments for five of the institutions in the State University System is clearly shown.

Business Administration.—In 1966, Florida citizens had a total personal income of approximately $15.4 billion, with almost 10 per cent of this amount going to the citizens of Duval County. Only Dade County reported more personal income in 1966 than Duval County. In 1966, Duval County also ranked second after Dade County in total deposits in commercial banks, Duval County ranked fifth in the state, moreover, in the number of new industrial plants built during the five-year period 1963-67. (Florida Development Commission, *Florida's New Industrial Plants, 1967*, Tallahassee, Florida: 1968, Florida Development Commission.) As a financial, commercial, and transportation center, Jacksonville has a pressing and sustained need for college-trained persons in sales, management, and accounting.

Among the five institutions of higher learning in Jacksonville, only Jacksonville University has baccalaureate business administration programs. In 1968, Jacksonville University granted 58 baccalaureate degrees in business administration, 21 in accounting, and 25 in marketing and management. Even though these graduates of Jacksonville University did contribute to the expanding economy of the area, the demand for additional graduates trained in these subject areas still far exceeds the supply. As evidence of this, daily newspapers, professional journals, and trade magazines continually publish information about career openings in business administration, and employment agencies report an inability to find qualified candidates for jobs in commerce and industry.

Teaching and research programs at the new state university in Jacksonville will include banking and finance, insurance, domestic and international trade, transportation, and administration of small and large businesses. Although this university will be a general purpose institution and faculty will be employed to teach the standard courses in the various disciplines, they will be selected on the basis of their ability to apply their

TABLE 2

State University System Estimates of Enrollment by Programs, Fall, 1967, in Per Cents

Institution	Business Administration	Education	Arts & Sciences	Other
Florida A & M University	10%	41%	36%	13%
Florida Atlantic University	22	50	28	0
Florida State University	14	23	57	6
University of Florida	10	23	53	14
University of South Florida	17	31	52	0

TABLE 3

Enrollments by Program Estimates, Upper Division and Graduate

AREAS	STATE UNIVERSITY SYSTEM 1967	PROJECTED JACKSONVILLE INSTITUTION 1972
Education	27%	38%
Business Administration	13%	25%
Social Science	13%	14%
Humanities	17%	12%
Engineering	15%	—
Natural Science	8%	6%
Technology	—	5%
Nursing and Other Medically Related Programs	2%	—
Other	5%	—

TABLE 4

Teacher Education Personnel Needed in Clay, Duval, Nassau, and St. Johns Counties

	Estimated Total Number Personnel Employed	Estimated Number New Personnel Needed
1968-69	7,372	1,122
1969-70	7,420	1,038
1970-71	7,480	1,007
1971-72	7,425[1]	942
1972-73	7,370[1]	910
1973-74	7,200[1]	875
1974-75	7,150[1]	870
1975-76	7,100[1]	965
1976-77	7,050[1]	875
1977-78	7,025[1]	900

[1] A decrease in public school enrollment at the elementary school level is expected to take place in the 1970's because of declining birth rates in the late 1960's. An upward turn is expected to occur by 1980.

Source: Estimates prepared by Division of Teacher Education, Florida State Department of Education. Projections of new personnel needed each year are based on turnover rates for State of Florida in 1965-66 and 1966-67.

respective disciplines to problems concerned with commerce, trade, and transportation.

Teacher Education.—Florida in 1968 needed a total of approximately 22,000 certified teachers and administrators to man its schools adequately. Because these additional teachers were not employed, overcrowding in the classroom occurred, scheduling of double sessions took place, and the curtailing of the work of specialists in reading, counseling, and other related areas became necessary. Florida currently needs to fill in excess of 10,000 teacher openings in order to correct the most adverse conditions in the schools.

In Duval County, and the adjacent counties of Clay, Nassau, and St. Johns, there were over 1,100 vacancies in 1968-69 (Table 4). Yet this count only refers to teachers who are needed to fill existing positions. An estimated 2,000 teachers are needed to fill projected positions in an expanded school program. As Table 4 shows, the estimated total number of professionally trained teachers and the estimated number of new positions created each year will decline in the early 1970's and level off in the mid-1970's. Counties which continue to upgrade their schools, however, would tend to offset any future decline in the need for teachers.

Throughout Florida in 1967-68, institutions of higher education graduated 6,481 students who were eligible for teacher certification. Only one of every two of these graduates, however, actually entered the teaching profession. But even at the rate that teachers trained in Florida are now entering the profession, the Jacksonville area alone could absorb one-third of the new teachers who are seeking teaching positions in Florida.

Jacksonville University, the only institution in Jacksonville that has a baccalaureate program of study which leads to full teacher certification, had an output of 150 teaching candidates in the school year 1967-68. The downtown Center for Continuing Education administered by the University of Florida provides a means for teachers in the area to take courses leading to professional growth. Although the Center has experienced an expanding instructional program during the four years of its operation, the combined teacher training efforts of the Center and of Jacksonville University have not been enough.

Arts and Sciences.—Arts and sciences offerings must constitute the core of the instructional program if the institution is to fulfill a broader educational role than would a purely professional or technical institution. The Jacksonville institution is intended to be a general purpose university serving the educational needs of the commercial center of the region. It will offer programs in the liberal arts as well as in business administration, education, and technology. A broad program of arts

TABLE 5

Florida Graduate School Resident Enrollment by County, Fall, 1967

County	State University System	Private	Total
Clay	19	5	24
Duval	410	231	641
Nassau	3	4	7
St. Johns	28	7	35
Totals	460	247	707

Source: The Office of the Florida Board of Regents, *Enrollment in Florida's Institutions of Higher Learning, Fall, 1967.*

TABLE 6

Enrollment of Business Administration Students by Institution and Program Level, Fall, 1967

	Bachelor	Master's	Doctoral	Total
Florida A & M University	208	0	0	208
Florida Atlantic University	791	45	0	836
Florida State University	1,282	123	20	1,425
University of Florida	1,098	108	45	1,251
University of South Florida	648	86	0	734
University of West Florida	321	0	0	321
Totals	4,348	362	65	4,775

Source: Office of the Florida Board of Regents

and sciences offerings at the baccalaureate degree level will not only provide liberal arts studies, but will also make it possible for students majoring in professional programs to supplement their specialized curricula with appropriate electives. One of the requirements for the general accreditation of an institution of higher learning listed by the Federation of Regional Accrediting Commissions of Higher Education is that the institution's "principal education program should rest on a base of liberal studies required of all or most students." (American Council on Education, *Accredited Institutions of Higher Education,* Washington: September, 1968, Federation of Regional Accrediting Commissions of Higher Education, p. XIV.) Since the proposed institution will certainly seek accreditation, inclusion of a basic program in the arts and sciences is mandatory.

Technology.—During the past twenty years, the engineering programs which are offered by major universities have tended to become less applied and more theoretical and research-oriented. As a result, industry is experiencing a shortage of individuals with training in technology similar to that provided by many engineering schools before 1945. The community colleges have attempted to fill this void by offering two-year terminal programs in various fields of technology, and these graduates have, to some extent, filled the demand for technicians. But there still exists a need for baccalaureate graduates in technology whose programs of study are more applied and less research-oriented than those of the engineering schools in our universities.

The graduates of the two-year technology programs now offered by the community colleges and industries with pressing personnel needs are asking for technology programs leading to the baccalaureate degree. Although none of our state universities presently offers such a program, several state universities are planning to do so. Future graduates of such technology programs, both from the proposed new institution and from the projected programs of the existing universities, are needed for jobs that fall in the area between the research engineer and management. The projected population growth of Jacksonville in the years ahead, its rapidly expanding economy, and its increasing role as a financial, commercial, and transportation center support the need for technology programs to produce the college graduates required by Jacksonville for the 1970's and the ensuing years.

Graduate Work.—In 1967, there were 10,595 resident graduate students enrolled in Florida's institutions of higher learning. Private degree-granting institutions enrolled 3,369 of these. The State University System accounted for 7,226. Of the total numbers of graduate students enrolled in public and private institutions in Florida, 707 are from the four counties that will later contribute students principally to the new institution (Table 5).

By 1972, the resident graduate enrollment in colleges and universities in Florida which will come from the four counties of Duval, Nassau, Clay, and St. Johns in colleges and universities in Florida will have increased to approximately 1,000. If it is assumed that one graduate resident student out of four at the beginning graduate level will pursue his graduate study at the new institution, enrollment in beginning graduate work at the proposed Jacksonville institution will reach 250.

Approximately 3,000 students, or one-third of the 10,595 resident graduate students enrolled in public and private institutions of higher learning in Florida, were in teacher education. The total resident graduate enrollment in business administration throughout the State University System was 427 (362 master's, 65 doctoral, Table 6). Because of the great special demand in education, graduate enrollment at the proposed new institution in 1972, therefore, will be limited to beginning graduate enrollment and will consist mainly of programs which lead to the master's degree in education. Although selected courses in beginning graduate work in business administration will be offered initially, it is likely that master's programs in the area will not be available until the mid-1970's.

Evening Classes.—The urban setting has proven to be most fruitful for evening class student enrollment at all levels of study. The substantial enrollment at the Duval Center (580 students in the fall of 1968) illustrates the appeal of evening classes to Jacksonville citizens. Most of the students attending evening classes teach during the day and take only one course at a time after the day's work is ended. The Duval institution will probably have an opening evening enrollment of approximately 250 students or 15 per cent of the projected initial total enrollment.

PROJECTED ENROLLMENTS

Estimates of the enrollment potential for the new institution are based on the assumptions described in Section 4 of this report. In summary, these assumptions are:

- that the institution will be an urban university;
- that initially the new institution will be an upper division institution with graduate instruction in selected areas at the beginning level only;
- that most of the students will be commuters from within a radius of 30 miles or approximately 45 minutes driving time of the campus;
- that initial instructional undergraduate offerings will be in education, arts and sciences, business administra-

tion, and technology, with master's work in education and business administration being offered;

- that there will be a wide offering of evening classes between 5:00 and 10:00 p.m.

The 1967 feasibility study used enrollment data from Florida colleges and universities for the eleven-year period 1957 through 1967 together with the enrollment potential from eleven nearby counties. The projections in the present study include additional enrollment data extending through the fall of 1968; moreover, the geographical area of enrollment potential has been reduced from eleven counties in Northeast Florida to the four-county area of Duval, Clay, Nassau, and St. Johns.

Indeed, the new institution will probably draw students from beyond the commuting area. The projections reported in this study, however, *are not based* on the assumption that students will migrate from other sections of Florida to enroll in the new institution. Neither has the assumption been made that Duval students will transfer from institutions throughout Florida in which they are enrolled in 1972 to re-enroll in the new institution. Because of these basic planning decisions, the projections set forth here are conservative.

By 1972, the output of the high schools located in the four-county area will rise to a projected 8,416 students (Table 7). In 1967, 53 per cent of Florida's high school graduates continued their education beyond the 12th year. In the near future, this percentage is expected to increase until it approaches the national average of 60 per cent. Under normal conditions the percentage is not expected to drop below 54 per cent through 1980. Using the minimum expected rate, 4,545 students from Clay, Nassau, Duval, and St. Johns Counties are projected to enroll in a college or university by 1972.

The trend in first-time-in-college enrollment and the number of students who graduated from two-year colleges over the past ten years yielded a statewide ratio of 3.1. Thus, for every three new college freshmen who enter Florida's community colleges, one sophomore student will graduate during that year. By applying the state average of 33.3 per cent, a four-county graduate potential of 1,514 college-parallel students was established.

Since fifteen hundred students from Clay, Duval, Nassau and St. Johns Counties should receive associate degrees in 1972, the number who will enroll in the upper division of a college or university can be projected. Although statewide figures have not been established, a review of national norms together with available Florida junior college studies indicate that approximately one out of every three associate degree graduates go on to enroll in colleges and universities which offer upper division courses. Applying the national norms to the four-county area associate degree output yields an anticipated enrollment of 500 students in 1972 and an increasingly larger enrollment each year through 1980. Since there will be more students living within easy commuting distance of the new institution than there are in the areas served by most of the existing community colleges, it may be conservative to apply the attendance ratio of 1:3 junior college students entering the new institution. If so, the anticipated enrollment could fall in the range of 500 to 575 students.

At this point, consideration must be given to the large number of persons who were awarded the associate degree from the four-county area for the years prior to 1971 but who did not pursue the baccalaureate degree. Of particular interest are the recipients of the associate of arts degree during the period 1966-71. Although one may assume that most of the persons completing the junior college program prior to 1966 will not be likely to enroll in upper division work at the new institution in 1972, it would seem that the more recent graduates will be more likely to continue their college work. In the span of five years, from 1966-71, there will be nearly 2,000 community college graduates who did not continue work toward the baccalaureate degree. If the conservative ratio is adopted that only one out of every two of these holders of the associate of arts degree is a potential enrollee at the new institution, a backlog of 900 prime prospective candidates readily develops. When this estimate is combined with the 500 students who are expected to receive the associate degree in 1972, and who will probably elect to enter the proposed institution without delay, a total of 1,400 daytime student enrollment can be safely projected.

Graduate enrollment (full-time and part-time) will reach 250 students even though the institution offers only a minimal program of graduate courses. As in the case of evening enrollment, the size of initial graduate enrollment in 1972 is more a function of the institution's staffing and space resources than it is of student demand. When the assumptions set forth in Section 4 of this report are applied, the 1972 enrollment potential of the new institution is as follows:

1,400	upper division day students
100	graduate day students
1,500	
250	evening students (upper division and graduate)
1,750	Total enrollment

Enrollment projections from 1972 through 1980 are shown in Table 8. These projections are based on the additional assumption that adequate faculty and space facilities can be provided to support the strong demand for baccalaureate degree study that will characterize metropolitan Jacksonville during the next decade. It is difficult to say how long this initial pattern of program enrollments will persist, but there are grounds to believe that it will not change substantially for

TABLE 7

Projected Graduate and Enrollment Potential for the Four-County Area, 1958-1975

Year	4-County High School Graduates	4-County First-Time-In College	Associate Degree Graduate	Upper Division Enrollment
1975	8,520[1]	4,601	1,533	511
1974	8,790	4,747	1,582	527
1973	8,600	4,644	1,547	515
1972	8,416	4,545	1,514	500
1971	8,271	4,466	1,488	496
1970	8,008	4,324	1,441	480
1969	7,627	4,119	1,372	457
1968	7,444	4,020	1,339	446
1967	6,824[2]	3,726	1,240	413
1966	6,515	3,936	1,311	437
1965	6,553	2,845	947	315
1964	6,547	2,382	793	264
1963	5,771	2,304	767	255
1962	5,471	1,507	502	167
1961	5,422	1,433	477	159
1960	4,421	1,219	406	135
1959	3,648	1,276	425	142
1958	3,703	1,225	408	136

[1] Decrease a reflection of earlier decline in births.

[2] Data in this column for 1967-68 were projected by John Webb, Florida Atlantic University. Data prior to 1968 represent actual graduates.

at least a decade. In the existing state universities in the fall of 1968, for example, 70 per cent of all upper level and graduate students were enrolled in the three general areas of education, business administration, and arts and sciences, despite the wide range of other areas of professional study open to them. It is, therefore, likely that the present trend in program enrollments will continue even though ancillary curriculum developments occur at the new university.

FACULTY AND STAFF COST DATA

Through the use of budget procedures, faculty and staff needs may be estimated given the projected enrollment. Table 9 indicates the expected full-time-equivalent (FTE) enrollment as translated from projected total enrollment figures. Table 10 indicates the number of faculty positions needed to serve the student enrollment, and Table 11 includes a recap of the faculty positions along with other projected staff needs for the new university. All of the projected needs have been calculated on the conservative side. That is, the generating factors used are minimal standards for staffing the new institution. Self-supporting "auxiliary" activities have not been included in the projections.

It should be noted from the reference tables that by 1980 approximately 380 faculty members should be required as a minimum as well as 456 other staff positions. The combined total of 836 positions should, combined with other expenditure needs, produce an annual budget of $15,000,000 of which $7,600,000 would go to faculty salaries. The use of more liberal enrollment projections and/or staffing patterns would push the budget estimate upward.

SPACE NEEDS

The space use assumptions adopted for the projected needs for the Dade County Institution have been reintroduced for this planning exercise. Assuming that the Jacksonville Institution (1) will offer programs with high student demand, (2) will offer its courses relatively evenly through a 14-hour period (8:00 a.m.-10:00 p.m.) five days a week, (3) will have low research space demand, (4) will not offer extensive graduate work in the sciences, (5) will have no housing through 1980, (6) will not have an indoor physical education facility (gymnasium or field house), the facilities costs estimated in Table 12 allow a conservative picture of space needs for the new institution. The 665,000 gross square feet needed by 1980 translate into an accumulative dollar need of $31,500,000.

Estimated space needs were produced by using the Board of Regents Capital Outlay procedures.

SITE REQUIREMENTS

Where adequate acreage is available within a community, the minimum size of site to be considered should be 1,000 acres. While development of physical plant can be accomplished on sites of less than 1,000 acres by planning concepts applicable to urban sites, 1,000 acre sites provide greater flexibility for development to serve the educational needs and for relating the university to the adjacent community in such a manner as to enhance both.

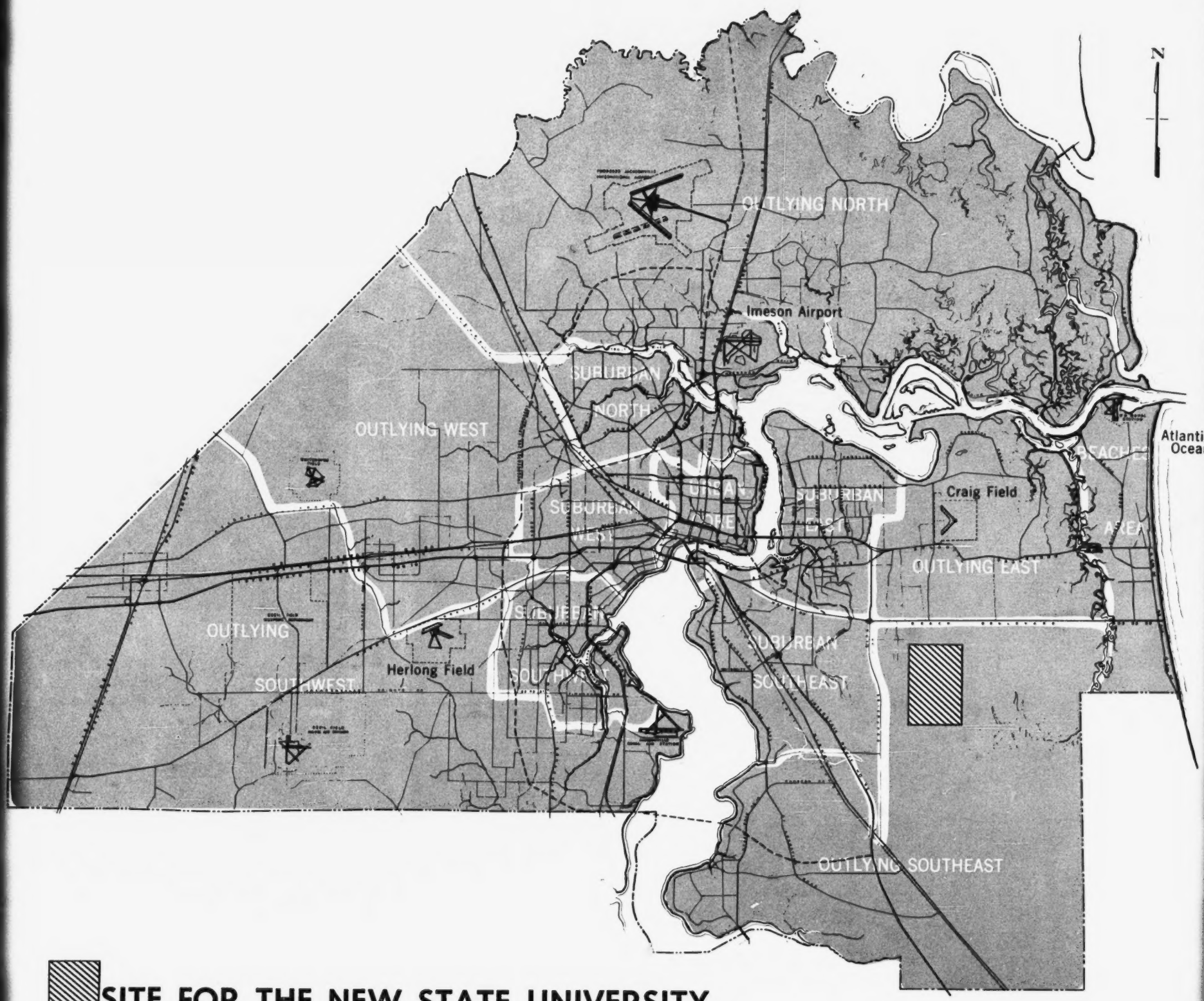
The development of the site should give recognition to the fact that land is increasingly a premium commodity. New areas of knowledge and new programs require not only room for peripheral growth but also room for internal growth. In areas of initial construction these potentials must be borne in mind. Density of land coverage should be consistent with these considerations.

Where urban concepts and "high rise" construction are imposed by less than optimum size site, construction funds must be available in large blocks. Greater sums of construction funds are required to be spent on vertical circulation. The size of the site has impact on how construction funds are programmed for expenditure, and upon the facilities provided. A site of 1,000 acres or greater provides the maximum flexibility for adjusting to all these considerations at minimum cost.

Jacksonville is served by one of the finest expressway systems in the nation. The site should be located to take advantage of that system so that the commuter population will have convenient access to the university. Entrance, exits and parking lots should serve the campus area without creating the blight of "seas of asphalt" on campus or of overcrowded parking on streets of the adjacent neighborhood. Particular attention should be given to these features in the Master Plan for Physical Plant.

A 1,000 acre site for the new state university in Jacksonville was selected by the Board of Regents on February 3, 1969, and has been approved by the State Board of Education.

The site, indicated on the adjoining map, is located approximately ten miles east and south of downtown Jacksonville. Principal access will be by Beach Boulevard on the north and by an access road to be constructed from Interstate-95 on the west.



SITE FOR THE NEW STATE UNIVERSITY

TABLE 8

Estimated Upper-Division and Graduate Enrollment in the Public Degree-Granting Institution for Duval County, 1972-1980

Year	Total	Upper Division Day Enrollment	Upper Division Evening Enrollment	Master's Level Enrollment	Doctor's Level Enrollment
1972	1,750	1,350	150	250	—
1973	2,750	2,115	235	400	—
1974	3,150	2,295	255	600	—
1975	3,650	2,610	290	750	—
1976	4,210	2,880	320	1,000	10
1977	5,020	3,330	370	1,300	20
1978	6,085	3,960	440	1,650	35
1979	7,250	4,680	520	2,000	50
1980	8,525	5,400	600	2,450	75

TABLE 9

Duval County Institution Projected Enrollments

	Total Headcount	FTE	Sc. Hrs.	Upper Level Headcount	FTE	Sc. Hrs.	Mast Head
1972	1,750	1,281	18,966	1,500	1,198	17,970	
1973	2,750	2,008	29,724	2,350	1,876	28,140	
1974	3,150	2,233	32,901	2,550	2,035	30,525	
1975	3,650	2,563	37,701	2,900	2,315	34,725	
1976	4,210	2,889	42,330	3,200	2,554	38,310	1,0
1977	5,020	3,392	45,963	3,700	2,953	44,295	1,3
1978	6,085	4,074	59,421	4,400	3,511	52,665	1,6
1979	7,250	4,835	70,470	5,200	4,150	62,250	2,0
1980	8,525	5,635	81,984	6,000	4,788	71,820	2,4

Distribution of FTE Full Time and FTE Evening Undergraduate Students

	FULL-TIME (UPPER LEVEL) STUDENT			EVENING (UPPER LEVEL) STUDENT		
	Headcount	FTE	Sc. Hrs.	Headcount	FTE	Sc. Hrs.
1972	1,350	1,148	17,220	150	50	750
1973	2,115	1,798	26,970	235	78	1,170
1974	2,295	1,951	29,265	255	84	1,260
1975	2,610	2,219	33,285	290	96	1,440
1976	2,880	2,448	36,720	320	106	1,590
1977	3,330	2,831	42,465	370	122	1,830
1978	3,960	3,366	50,490	440	145	2,175
1979	4,680	3,978	59,670	520	172	2,580
1980	5,400	4,590	68,850	600	198	2,970

TE	Sc. Hrs.	Masters Level Headcount	FTE	Sc. Hrs.	Doctoral Level Headcount	FTE	Sc. Hrs.
198	17,970	250	83	996	—	—	—
376	28,140	400	132	1,584	—	—	—
035	30,525	600	198	2,376	—	—	—
315	34,725	750	248	2,976	—	—	—
554	38,310	1,000	330	3,960	10	5	60
953	44,295	1,300	429	5,148	20	10	120
511	52,665	1,650	545	6,540	35	18	216
150	62,250	2,000	660	7,920	50	25	300
788	71,820	2,450	809	9,708	75	38	456

graduate Students

LEVEL) STUDENT

FTE	Sc. Hrs.
50	750
78	1,170
84	1,260
96	1,440
106	1,590
122	1,830
145	2,175
172	2,580
198	2,970

ASSUMPTIONS:
1. Full-time Headcount × 85% = FTE
2. Evening Headcount × 33% = FTE
3. Masters Headcount × 33% = FTE
4. Doctoral Headcount × 50% = FTE

TABLE 10
Projected Faculty Staffing: New University in Duval County

	1972	1973
Number of FTE Teachers (Resident Instruction)		
Upper Division	59.90	93.80
Graduate Division		
(a) Non-Doctoral	4.52	7.20
(b) Doctoral	—	—
(c) Total Graduate	4.52	7.20
All Divisions	64.42	101.00
FTE Research Positions		
Number of FTE Research Positions		
Undergraduate (Ratio Teaching Positions to Research 15:1)	3.99	6.25
Graduate (Ratio Teaching Positions to Research 5:1)	.90	1.44
Total	4.89	7.69
Professional Services Positions (FTE)		
(a) Number of FTE Teachers per FTE Professional Service Positions	50.00	50.00
(b) Number of FTE Professional Services Positions	1.29	2.02
FTE Academic Counseling Positions		
(a) Number of Students (Headcount) per FTE Academic Counseling Position	250.00	250.00
(b) Number of FTE Academic Counseling Positions	7.00	11.00
Total Teaching, Research, Professional Services, and Academic Counseling Positions	77.60	121.71
FTE Academic Administrative Positions		
(a) Number of Teaching, Research, Professional Services, and Academic Counseling Positions per FTE Adm. Pos.	10.00	11.00
(b) Number of FTE Administrative Positions	7.76	11.06
Total Academic Positions	85.36	132.77

1974	1975	1976	1977	1978	1979	1980
101.75	115.75	127.70	147.65	175.55	207.50	239.40
10.80	13.52	18.00	23.40	29.72	36.00	44.12
—	—	.50	1.00	1.80	2.50	3.80
10.80	13.52	18.50	24.40	31.52	38.50	44.92
112.55	129.27	146.20	172.05	207.07	246.00	284.32
6.78	7.72	8.51	9.84	11.70	13.83	15.96
2.16	2.70	3.70	4.88	6.30	7.70	9.58
8.94	10.42	12.21	14.72	18.00	21.53	25.54
50.00	50.00	50.00	50.00	50.00	50.00	50.00
2.25	2.58	2.92	3.44	4.14	4.92	5.74
250.00	250.00	250.00	250.00	250.00	250.00	250.00
12.60	14.60	16.84	20.08	24.34	29.00	34.10
136.34	156.87	178.17	210.29	253.55	301.45	352.70
12.00	13.00	13.00	13.00	13.00	13.00	13.00
11.36	12.06	13.70	16.17	19.50	23.18	27.13
147.70	168.93	191.87	226.46	273.05	324.63	379.83

TABLE 11

Projected Total Staffing (Educational Budgets)

	1972	1973
Recap of Numbers of Faculty Positions		
FTE Classroom Teachers	64.42	101.00
FTE Research Positions	4.89	7.69
FTE Professional Services Positions	1.29	2.02
FTE Academic Counselors	7.00	11.00
FTE Academic Administrators	7.76	11.06
Total Academic Positions	85.36	132.77
Less: Academic Positions to be filled by Graduate Assistants	—	—
Number of Regular Faculty	85.36	132.77
Non-Faculty in Instruction and Research		
Number of Academic Positions per Non-Academic Position	3.00	3.00
Number of Non-Academic Positions in Instruction & Research	28.45	44.25
Administration and General		
Number of FTE Students per FTE Administrative and General Position	25.00	30.00
Total FTE Administrative and General Positions	51.24	66.93
Plant Operations & Maintenance		
Total FTE Physical Plant Positions	73.00	84.00
Library		
Total FTE Professional Positions	5.12	8.03
Total Non-Professional Positions	50.00	50.00
Total Library Positions	55.12	58.03
Total All Positions (Projected)	298.17	385.98

Assumptions: Productivity 300 Upper Level
220 Masters Level
120 Doctoral Level

1974	1975	1976	1977	1978	1979	1980
112.55	129.27	146.20	172.05	207.07	246.00	287.32
8.94	10.42	12.21	14.72	18.00	21.53	25.54
2.25	2.58	2.92	3.44	4.14	4.92	5.74
12.60	14.60	16.84	20.08	24.34	29.00	34.10
11.36	12.06	13.70	16.17	19.50	23.18	27.13
147.70	168.93	191.87	226.46	273.05	324.63	379.83
—	—	—	—	—	—	—
147.70	168.93	191.87	226.46	273.05	324.63	379.83
3.00	3.00	3.00	3.00	3.00	3.00	3.00
49.23	56.31	63.95	75.48	91.01	108.21	126.61
30.00	35.00	35.00	40.00	40.00	42.00	45.00
74.43	73.22	82.54	84.80	101.85	115.11	125.22
88.00	91.00	94.00	98.00	108.00	117.00	132.00
8.93	10.25	11.55	13.56	16.29	19.34	22.54
50.00	50.00	50.00	50.00	50.00	50.00	50.00
58.93	60.25	61.55	63.56	66.29	69.34	72.54
418.29	449.71	493.91	548.30	640.20	734.29	836.20

TABLE 12

Estimated Space Needed and Cost for Duval County Institution

	1972	1973	1974
General Purpose Classroom	13,665	21,415	23,686
Teaching Laboratory	12,012	18,825	20,839
Library	17,992	23,414	28,044
Research Space	—	—	13,000
Office (library FTE excluded)	23,925	35,380	39,295
Food Service	5,000	10,000	10,000
Auditorium, Theater, Museum	3,843	6,024	6,699
Student Service Space	12,810	20,080	22,330
Physical Plant	5,593	7,975	9,471
Total NASF (including Physical Plant)	94,840	143,113	173,364
NASF to GSF (x 1.67)	158,383	238,999	289,518
Annual Increment	—	80,616	50,519
Estimated Project Cost/GSF	$35	$35	$37
Project Cost	$5,543,405	8,364,965	10,712,166
Annual Increment	$ —	2,821,560	2,347,201
Add 10% for Utilities and Site Development	$ 554,341	836,497	1,071,216
Total Estimated Capital Outlay	$6,097,736	9,201,462	11,783,382
Annual Increment	$ —	3,103,716	2,581,920

Glossary:

FTE — Full time equivalent
NASF — Net Assignable Square Foot
GSF — Gross Square Foot

1975	1976	1977	1978	1979	1980
27,135	30,448	35,635	42,669	50,646	58,905
23,879	26,809	31,392	37,597	44,631	51,923
32,735	37,434	41,715	46,111	50,553	55,017
15,000	17,000	19,000	23,000	27,000	32,000
43,210	49,010	56,115	67,570	79,460	91,640
10,000	10,000	10,000	10,000	10,000	15,000
7,689	8,667	10,176	12,222	14,505	16,905
25,630	28,890	33,920	40,740	48,350	56,350
10,584	11,775	13,319	15,561	17,954	20,801
195,862	220,023	251,272	295,470	343,099	398,541
327,090	367,438	419,624	493,435	572,975	665,563
37,572	40,348	52,186	73,811	79,540	92,588
$38	$39	$40	$41	$42	$43
12,429,420	14,330,082	16,784,960	20,230,835	24,064,950	28,619,209
1,717,254	1,900,662	2,454,878	3,445,875	3,834,115	4,554,259
1,242,942	1,433,008	1,678,496	2,023,084	2,406,495	2,861,921
13,672,362	15,763,090	18,463,456	22,253,919	26,471,445	31,481,130
1,888,980	2,090,728	2,700,366	3,790,453	4,217,526	5,009,685

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Florida Atlantic University
Boca Raton

Florida State University
Tallahassee

Florida Technological University
Orlando

University of Florida
Gainesville

University of South Florida
Tampa

University of West Florida
Pensacola

New Dade University
Miami

New Duval University
Jacksonville